



HM Prison &
Probation Service

Action Plan: HMP/YOI Eastwood Park

Action Plan Submitted: 24th February 2023

A Response to the HMIP Inspection: 17th – 28th October 2022

Report Published: 3rd February 2023

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and Her Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP/YOI EASTWOOD PARK

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Acute staff shortages often made the delivery of even a very restricted daily regime unreliable, leaving women with far too little time out of cell.	<p>Since the inspection we continue to work with the Headquarters to prioritise recruitment of prison officers for HMP Eastwood Park; including being placed on the First Deployment Scheme and adapting facilities to train our own prison officers locally starting in February 2023. There is a recognition that national recruitment and recruitment of officers for the women's estate, in particular, is proving challenging and we are monitoring the pipeline of new staff coming through the recruitment process. We have appointed a Learning and Capability Manger to engage with new recruits in the weeks before they start to answer questions and provide reassurance so as to improve the chances of keeping them 'live' through to starting training and beyond. We have also launched a number of level transfer campaigns designed to bring in officers from other prisons. So far, we have seen six staff transfer into us and we have felt the benefit of the influx of experience.</p> <p>Recognising what is directly within the establishment's span of control, the prison is developing a retention and culture strategy targeted to meet the wellbeing needs of staff and reduce the number of resignations and days lost due to ill health. This includes investment in counselling support for colleagues and interventions to support physical and mental health.</p> <p>The recent designation of HMP Eastwood Park as a Prison Performance Support Programme (PPSP) site will include additional support to quickly review and redraft the profiles for the prison to ensure the available resources are best placed to deliver outcomes for women. These new profiles and resulting shift patterns for attendance will be in place prior to the summer leave period. The intention is that whilst staffing resource is limited it is directed into the core day to ensure purposeful activity and meaningful work opportunities are provided for the maximum number of women possible each day.</p>	<p>MOJ HR Recruitment</p> <p>Governor</p> <p>PPSP</p>	<p>December 2023</p> <p>June 2023</p> <p>June 2023</p>



2	There had been four self-inflicted deaths since our last inspection and rates of self-harm were very high and increasing. Many women told us they did not feel well cared for.	Following the inspection, the prison completed a whole day safety summit; the event, driven by the data and staff and prisoner focus groups, invited prisoners, staff and partners to consider how to make the prison safer and help prisoners feel more cared for. The resulting 20 recommendations will all be implemented by the end of March 2023 with many already in place. HMP Eastwood Park will undertake further work on the medium-term recommendations within the Safety strategy redraft. The prison is also developing both a Healthy Culture strategy and a Safety strategy which share the creation of a 'culture of care' as their stated objective. Both strategies will feed into development of an approach being devised in conjunction with the Offender Personality Disorder (OPD) pathway around psychologically informed enabling environments and will seek to increase the variety of 'tools' in our safety toolkit to ensure women and staff feel safe and cared for.	Governor	July 2023
		Newly appointed Head of Safety has set as one of the three safety priorities for 2023 the improvement of safety processes and learning from Probation & Prison Ombudsman reports. The prison is delivering further support and upskilling sessions for case managers on the critical role of the version 6 Assessment, Care in Custody and Teamwork (ACCT) risk, triggers, and protective factors training, and how to get the best outcomes for the women of concern. The prison has begun case reviews with the Governor and the Head of Healthcare for women on a constant supervision after five days- to review undelivered actions and work collaboratively to try to reduce the risk to the individual.	Governor	July 2023
		A robust quality assurance process of the ACCTs will be embedded. Findings from quality assurance will be discussed at the monthly safety meeting, actions will be developed to tracked to ensure they are driving quality.	Governor	April 2023
		Further investment in culture of care is being made on the First Night and Induction Unit as part of the Early Days pilot. This will invest in creating a trauma informed environment for prisoners, visitors and staff on the unit and offering interventions for new arrivals to support their own resilience and self-soothing skills as well as case managing their initial experiences and needs through the early days in custody with a view to reducing the incidents and severity of self-harm during their custodial journey. The prison has also trained and are embedding induction peer support who will support the pilot as well as improving the content and continuity of delivery of the induction programme.	Governor	August 2023



		<p>Force will be completed in June 2023 by the Use of Force Assurance and Practice Development Lead for HMPPS.</p> <p>As one of the three safety priorities for 2023, the Head of Safety is refocussing on the proactive use of data to drive our strategy around the use of the force - understanding the nature of incidents and reviewing whether de-escalation techniques are confidently being used. The Learning and Development weekly meeting scrutinises all use of force incidents. Any learning points and good practise is shared with staff either individually or through use of force refresher training.</p> <p>The use of Body Worn Video Camera for all operational bands 3-5 is now mandatory and averaging 35-45 cameras daily being drawn with staff reminded to turn on Body Worn Video Cameras when attending an incident.</p> <p>Training and issuing of rigid bar handcuffs for all operational staff as they are used to de-escalate situations and will evaluate the efficacy of them in reducing the number of incidents. In addition to this, the prison has introduced further robust systems to improve the oversight and scrutiny of our Use of Force.</p> <p>Management Information will be developed and utilised to assess how interventions to prevent self-harm are developing into use of force and address within our safety strategy tactics to avoid this. This data will be scrutinised and analysed to better understand our force hot spots and develop strategies to reduce the risk and necessity of force being used.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2023</p> <p>March 2023</p> <p>June 2023</p> <p>June 2023</p>
5	Leaders had been too slow to reintroduce support to help women maintain relationships with their children, families and significant others.	<p>HMP Eastwood Park has invested in the improvement of the physical space for visits. This includes approved costs to lay carpeting throughout the visits space, remove the security bars which are deemed unnecessary and converting the central atrium into an outside space for families to utilise during visits.</p> <p>The prison remains committed to delivering a video visits service. The facilitation of video calls will be built into the new profiles in Spring 2023.</p> <p>HMP Eastwood Park will be implementing and embedding a Family & Significant Others strategy which aims to identify, understand, support and strengthen relationships to provide positive outcomes for the women. Engaging</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>June 2023</p> <p>July 2023</p>



		<p>further with Prison Advice and Care Trust (PACT) and Visiting Mum to ensure partner agencies offer a range of creative and trauma informed interventions.</p> <p>The new Families & Significant Others contract began in October 2022 with a provision of meeting and greeting families before and after each visit. There will be 12 family days visits each year which will consider the varying types of relationships and how to include a broad provision to meet the needs. Visiting Mums is working for women in the South West and Wales. Prison Advice and Care Trust (PACT) also working within the One Women's Centre and their other partners to provide a number of trauma informed interventions.</p>	Governor	Commenced October 2022
6	Leaders and managers did not provide enough spaces in education, skills and work to meet women's needs.	<p>There will be an increase in the employment and skills places through the opening of the new Pye Building workshops in Spring 2023. A business case has been submitted for additional workshop instructor provision and, if successful, this business case will provide up to an additional 55 spaces, creating more internal opportunities to provide women with work, qualifications, and activity spaces. Plans are already in place to work with Government Facility Services Limited (GFSL) and Clean, Rehabilitative, Enabling and Decent (CRED) programme.</p> <p>Since the inspections, the prison and education provider are reviewing the scheduling of educational classes to consider and evaluate options for a more flexible allocation of students throughout the lesson cycle and will be discussing this with the provider for an agreed change implementation to be introduced in May 2023.</p> <p>HMP Eastwood Park will continue to improve Release on Temporary Licences (ROTL) processes so that more women can be considered for work and skills-based release on licence. Since the inspection ROTLs have gradually increased month on month. January 2023 delivered 163 successful ROTLs up from 76 in September 2022. Recently the prison has provided opportunities for women to transfer to open conditions understanding the needs of the population at Eastwood Park. The impact of this is that there are fewer women in the establishment who are eligible for ROTL. Numbers are steadily growing, including women attending college for study, and aspire to improve this further in preparation for the expansion project which is anticipated to include 75 open places by 2026.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>May 2023</p> <p>Commenced November 2022</p>



	Key concerns			
7	There was a lack of oversight of women segregated in the main residential units and other women were unnecessarily locked in their cells when segregated women were unlocked.	<p>As one of the three safety priorities for 2023, The Head of Safety is focussing on the effective implementation and embedding of key segregation policies and oversight. Continue to review our estate and are considering long term investment in reconfiguration to allow for a dedicated segregation unit which would reduce the impact on regime and risk of poor outcomes for women who are currently managed in segregation on the wings. This will be monitored through a monthly Segregation Monitoring and Review Group (SMARG) meeting as we drive through priorities, moving to a quarterly meeting when embedded.</p> <p>HMP Eastwood Park has undertaken a review of governance of segregation and has developed an action plan. Ensuring developing a quality assurance system to provide oversight and adherence to the Prison Service Instruction (PSI). This quality assurance system will not only focus on improving and embedding effective processes but ensure that the outcomes for segregated prisoners are decent and staff are confident in applying the process fairly.</p> <p>Ensure the segregation section of the Safety Strategy is explicit about how the prisons values are to be delivered in this area of work and will also include a section on how the culture for care must be embedded within the way women are segregated.</p> <p>The prison is working with staff and prisoners on each residential unit to identify how segregated women could be integrated into the published regime to avoid disproportionality for all other prisoners. Working with Prison Performance Support Programme (PPSP) to consider a range of options such as investing in a set of cells on a unit, to reduce the impact on the prison's regime.</p>	Governor Prison Group Director	April 2023
			Governor	April 2023
			Governor	April 2023
			Governor	October 2023
8	Women were very frustrated by the lack of access to everyday essentials, and they found it difficult to have very basic requests met.	<p>Everyday essential products have been made available for prisoners to easily access on each residential unit. In order to further develop this provision, bespoke, wooden boxes which will contain these products have been ordered to be installed on every wing.</p> <p>The processing of property has been fully reviewed and the voucher system that was in place at the time of the inspection has been discontinued. The general application system will be reviewed to ensure the process is effective. This will be monitored as part of monthly Senior Leaders Team checks, and quality assurance checks completed by Custodial Managers.</p>	Governor	June 2023
			Governor	May 2023



9	Patients requiring a transfer to specialist mental health inpatient services waited far too long for a bed.	<p>MoJ are committed to improving mental health outcomes for people in contact with the criminal justice system, ensuring that people with acute mental health needs receive timely support, in the most appropriate setting. In June 2022, the Government published the draft Mental Health Bill which was recently subject to pre-legislative scrutiny. The Bill contains measures to speed up access to specialist inpatient care and treatment. This includes the introduction of a statutory 28-day time limit for transfers from prison to hospital. This time limit, together with operational improvements, will reduce unnecessary delays and deliver swifter access to treatment.</p> <p>Mental Health Team, Avon & Wiltshire Partnership NHS Trust, to report weekly on all patients requiring MH transfers including timescales, delays in process and actions being taken to escalate with inpatient mental health service providers to be submitted to NHSE SW Health & Justice Team</p> <p>NHSE SW Health & Justice commissioner to hold weekly review meeting with prison healthcare team to review cases, actions take to address any delay and agree additional escalation actions to be taken by either the healthcare provider or commissioner including communication with the responsible commissioner in other regions in England or Wales.</p> <p>NHSE South West Head of Health and Justice and the Director of Specialised Commissioning and Health Justice in conjunction with the leadership of the South West Mental Health Provider Collaborative to address the system requirement for improved coordination and inter-regional processes between Mental Health provider collaboratives (as the responsible commissioners) across England through the National Adult Secure Clinical Reference Group and the National NHS Mental Health commissioners meeting.</p>	<p>Female Offenders & Health Policy, Policy & Strategy Group, MoJ</p> <p>NHS England and Avon & Wiltshire Partnership</p>	<p>Commenced and Ongoing</p> <p>Commenced and Ongoing</p> <p>Commenced and Ongoing</p> <p>June 2023</p>
10	Leaders and managers did not make sure that the available English and mathematics spaces were used effectively to meet the needs of the prison population.	<p>HMP Eastwood Park has worked closely with the education providers to redesign the curriculum timetable. This will enable delivering functional skills in the workplace and within a classroom setting. This is in recognition of the competing demands between filling critical workplaces and the competing desire for women to engage in work rather than education. By delivering functional skills on site in the workplace we expect to increase the number and variety of learners who are willing and able to engage.</p> <p>Further discussion during the PPSP planned Regime Management Plan (RMP) review will require the Senior Leadership Team to take a strategic view on how priority for allocation to workplaces or education would be managed. Our</p>	<p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>June 2023</p>



		<p>ambition is to operate an allocations process which means education is a pre requirement for employment; this will be dependent on the RMP for education induction and how resources may be configured to increase the reliability of this delivery even during a restricted regime.</p> <p>The prison is undertaking a review of the allocations process to ensure it is aligned to assess the needs of the individual and match those to the needs and availabilities of the establishment. Closer links with Offender Management and allocations will be enabled when both departments are co located within the Pye Building.</p>	Governor	June 2023
11	Leaders and managers did not offer appropriate qualifications in work and education.	<p>The prison has submitted a business case for funding instructors to deliver up to 55 additional workplaces within the new workshop build when it opens. This will include qualifications in work skills such as production, engineering, and horticulture.</p> <p>The prison has undertaken a full review of available education qualifications and will be offering Portable Appliance Testing (PAT) testing from March 2023 and Construction Skills Certification Scheme (CSCS) card commencing in the new educational year.</p> <p>HMP Eastwood Park will work with our Employment Advisory Board chair to identify possible opportunities to offer industry valued qualifications whilst in custody. The prison is scoping the feasibility of equipment to offer the Personal Track Safety card qualification in line with the proposed Transport for Wales workshops which will be opening in the Spring.</p>	Governor Governor Governor	May 2023 March 2023 April 2023
12	Remanded women had very little support to help them manage important resettlement issues on arrival at the prison.	<p>The embedded pre-release team in Eastwood Park should provide immediate resettlement needs and pre-release support for all women in the prison including the unsentenced and women out of area. The minimum will be to screen for resettlement needs via completion of a Basic Custody Screening Tool, and provide against any immediate resettlement needs. This includes sustaining accommodation where possible and finance and debt support. Commissioned Rehabilitative Services (CRS) Women's Services contracts deliver bespoke and specialist support to females in prison or on probation, to address their offending behaviour including assisting their physical and mental wellbeing; access to accommodation, employment and maintaining relationships with their families. CRS services were initially only available for sentenced people in prison. We are currently working on extending the contracts for Women's Services to unconvicted and unsentenced people in prison, subject to financial approval.</p>	National Strategic Contract Management Team, HMPPS	



		<p>Eastwood Park will benefit from the national roll-out of the new Strategic Housing Specialist role and is currently recruiting for this post. Strategic Housing Specialists are responsible for improving and strengthening partnership working with key partners, including local authorities and housing providers, to improve housing processes and pathways through a coordinated approach and reduce the number of prison leavers released into homelessness.</p> <p>Under the perinatal pathway, women are supported and signposted, in the same way regardless of being on remand or sentenced. This also is the same approach for application and residence onto the Mother and Baby itself. The perinatal team are well experienced at working with the community to maximise opportunities on release and also plan for the smoothest transition for the children affected. A local agreement also ensures all pregnant women and those other perinatal cohorts that require it, receive allocation of a POM. This allows better support within the prison but especially planning release.</p> <p>Since September the Heads of Offender Management Delivery (HOMD) have been allocating Prison Offender Managers to the most complex remand prisoners usually referred from the Safety Intervention Meeting or cases already known to the Offender Management Unit who the Prison Offender Managers are aware will face particular challenges during their imprisonment and in preparation for release. This enables interagency working at an early stage and also pre planning for those who may be released soon after sentence or on the day.</p> <p>This is an area of work where the prison is limited to the criteria for referrals to CRS by national policy. HMP Eastwood Park will be expanding the CRS provision to remanded women as the new contracts are awarded and we are piloting the Short Sentence Function with South West Probation to work with those who are sentenced following long periods of remand. The One Women Centre is a critical feature in our provision for remanded women and we are working hard to ensure it remains funded past its one-year grant.</p>	Governor	Completed
			Governor	Completed
			Governor	October 2023
13	The imminent closure of the more open unit 7 meant women had too few progression opportunities.	During the inspection the prison was responding to an emerging risk on Residential 7 and the reduction of the roll by 50% was not anticipated nor had it been built into our longer-term population planning strategy. We responded in real time to the needs of the women who were moved off immediately and have drafted an 'Open Community' strategy which heard and met the expectations of this dispersed part of the population. All are now located in the main prison but retain open privileges which are commensurate with their risk level.	Governor	March 2023



		<p>As part of our open Community strategy, we will be commencing discussions with current Residential 7 residents and open community members to identify what the alternative options for this cohort will be when Residential 7 fully closes and until the opening of the 75 bed open units in 2025 as part of the expansion project.</p>	Governor	December 2023
		<p>Furthermore, the prison is commencing dialogue with life sentenced and Imprisonment for Public Protection (IPP) prisoners who will not qualify for the open units immediately but for whom the chance to progress and the ambition of living conditions with additional privileges and benefits will act as a significant incentive. The numbers and needs of this specific cohort will be considered and lived experience will be used to steer and shape the plans for this cohort for when all new accommodation is on-line in 2026.</p>	Governor	December 2025
14	<p>Public protection measures were weak in some key areas. For example, evidence from phone monitoring was not used effectively and appropriate restrictions on contact with victims and children were not always implemented consistently.</p>	<p>Improvements in Public Protection had been identified and consequently, Heads of Offender Management Delivery (HOMD) and Head of Offender Management Services (HOMS) are reviewing the public protection processes both to reflect the issues highlighted in the feedback from the Inspectors and ensure that the changes are been implemented. Key to this is the investment in additional Public Protection administrative staff and the identification and implementation of training to improve the competence, confidence and understanding of the Prison Offender Managers and other critical Public Protection delivery roles including those undertaking phone and mail monitoring.</p>	Governor	October 2023
		<p>Training and briefings regarding public protection will continue to embed the changes required to ensure compliance with the expectations of Offender Management in Custody and will be responsive to any additional changes made to public protection policy and processes. Training and briefings for other members of staff undertaking Public Protection work, including those monitoring mail and phone calls, will be developed, and delivered to ensure staff are aware of the purpose and importance of Public Protection work and their role within this.</p>	Governor	July 2023
		<p>The Interdepartmental Risk Management Meeting (IRMM) is also being reviewed to ensure that the relevant cases are referred in and managed and that the participation and contribution of other departments is embedded.</p>	Governor	May 2023
		<p>All aspects of public protection are overseen by the quarterly meetings of the Public Protection Steering Group, chaired by the Governing Governor, tracks the implementation of all aspects of the prison's public protection</p>	Governor	August 2023



		responsibilities and will track the implementation and embedding of the changes outlined in the above paragraphs.		
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